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23 Mar 67

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MEMORANDUM FOR: Assistant for Technical Development, NPIC

SUBJECT: Contract Performance - Task Order #17, Contract
[REDACTED] (IIS - Phase II)

1. This is to advise of a growing concern on our part as to the adequacy of work being performed under subject contract.

2. Approximately 40 per cent of the contract performance period has elapsed and we are approaching the time when the first of fifteen study task readouts will be presented to NPIC for evaluation and concurrence. Each of these study tasks involve key elements of the IIS and once accepted will provide the basis for follow-on preparation of complete design specifications for all components of the IIS.

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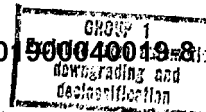
3. Our concern is that inadequate treatment is being afforded some of the study tasks that could possibly result in premature or incomplete readouts. This concern is predicated on the following facts and/or observations:

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a. Observation: Despite the knowledge of NPIC operations

acquired during Phase I, contract performance, it appears that

considerable time is currently being expended in basic fact

gathering exercises. Data contained in SCR 288 left

the impression that the [REDACTED] team was prepared to move directly

into consideration of alternative methods for satisfying

requirements of the IIS conceptual design including trade-

off analyses of the various alternatives being considered.

A review of preliminary draft memorandums of work being

performed, however, lead us to the conclusion that many team

members are still trying to get a handle on what the current

modus-operendi consists of--and in many cases are playing back

poor copies of existing concepts as being recommended without

proposing any new and original alternatives to choose from.

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b. Fact: [REDACTED] Third Monthly Progress Report, covering the period 1-28 February 1967, cites under Part A that a Position Paper for Task 1c. (Product Set) was being presented to NPIC. We received the referenced memorandum but could find no semblance of a "position" being taken by [REDACTED] on this subject. This coupled with a reported 65 per cent completion factor for this task left considerable doubt in our minds as to what kind of attention was being given this critical item.

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b) ~~Observation~~: Certain of the liaison visits made by [REDACTED] team members appear not to be well-coordinated efforts in terms of making effective use of available time. As an example, one junior team member arrived at NPIC at approximately 1100 hours, made an appointment to visit one Component at 1315 hours and departed NPIC for home at 1500 hours on the same day. This appears to be a very expensive round trip for a few hours of fact gathering.

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d. Observation: In the contract agreement (and/or as

25X1A verbally discussed with the [REDACTED] Project Manager), it was

indicated that study efforts "a" through "o" would be

developed "in close coordination with the NPIC components

affected," and that resulting sign-off memorandums would in

reality be pretty much a routine matter. It is our feeling

that in the fulfillment of some study tasks that the coordi-
→ and does not include all component mutually
nation cycle is limited to a few key components. In addition,

*agreed
to having
an action
interf.*

the content of several of the preliminary drafts received to

date have hardly come up to speed, yet sign-off memorandums

are scheduled for delivery to NPIC within the next two to six

weeks. Our concern again is that in the haste to meet these

dates inadequate attention is being given to the real purpose

behind each study task.

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e. Fact: In a recent [REDACTED] presentation to several NPIC

Component Chiefs concerning an important aspect of the IIS system,

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the visiting [REDACTED] team member gave little evidence of advance preparation for the purported discussion to present [REDACTED] position in the matter-- This despite the fact that there were at least three hours elapsed time between his arrival and the time of briefing. There was no attempt on his part to take the initiative in directing the discussion and better than 1 1/2 hours of two Component Chief's time was used to gather facts that could have been obtained at the worker level.

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f. Observation: We gain the impression from time to time

that project direction is suffering to a noticeable degree due to a dilution of the project manager's time. The recent reorgan-

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ization of [REDACTED] (which admittedly is an internal affair) has in our opinion diluted the effectiveness of the task organization. In [REDACTED] (as proposed and agreed upon for Phase II of the [REDACTED] project.)

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2) talking with some of the [REDACTED] team members, it is disturbing to find

that few have any knowledge of the others' efforts. This leads us to the

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question of "What kind of system integration control is being exercised--and by whom?" This condition also manifests itself in the approach some team members use in gathering facts. Many

NPIC component representatives go over the same ground with each of the [REDACTED] team members just to bring them up to speed. This training exercise is hardly the responsibility of NPIC. This should be the task of the personnel who gained this knowledge through performance of Phase I.

4. While the above may not constitute conclusive evidence of unacceptable contract performance, it alarms us sufficiently that

we are looking for some form of reassurance and tangible evidence

from [REDACTED] that progress on the current Phase II contract is on schedule and that we can expect the quality and scope of contract performance to be at least equal to that indicated in their initial and subsequent proposals for this job.

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5. We would like to see a revitalized full time and dynamic approach to the over-all project management, more effective utilization of personnel resources, minimum disruption of NPIC personnel to provide background training that can be provided from within [REDACTED] resources, indications of creative thinking in terms of proposing alternatives for the IIS, and in general a fulfillment of the very impressive conceptual design readout resulting from Phase I.

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